SAMSUNG

Development Report based on the Part Leader Moment-based Simulation

> Samba19

Introduction

Part Leaders¹ (and first-line managers²) are vastly important for Samsung's continued success. Part Leaders play a huge role in leading process improvements, creating efficiencies, and motivating and engaging their direct reports to help Samsung achieve its strategic objectives. The goal of this report is to help you become an even more effective Part Leader.

The report provides you with insights on your strengths and areas for development as exhibited during your participation in the Part Leader Moment-based Simulation. Your feedback and development suggestions correspond to the Role Models and decisions you made during moments considered essential for a Part Leader's success at Samsung.

¹Part Leaders are defined as "Head of Part" in GHRP/Knox

²First-line Managers are not defined as "Head of Part" in GHRP/Knox but are managers of individual contributors

Great Part Leader Profile: Six Role Models



Your report is organized into six sections:

- Section 1: Background. Explains how this simulation will help you become a better a leader at Samsung and how the results will be used.
- Section 2: Report Interpretation. Details how to interpret the results in this report to build your self-insight.
- Section 3: Summary Results. Shows how your results align with what great Part Leaders do for each Role Model identified as critical for success.
- Section 4: Detailed Results. Provides detail results for each Role Model in terms of strengths, opportunities and development suggestions.
- Section 5: Pivotal Moments Summary. Shows the pivotal moments you faced in the simulation and how leveraging your strengths or improving in certain Role Models will impact your success in these moments on the job.
- Section 6: Development Planning. A guide to leveraging your feedback as a resource for development planning.

Section 1: Background

Leading at Samsung

As a leader at Samsung you have a lot on your plate.

- Team management
- Stakeholder management
- Rapidly changing market demands
- Administrative tasks
- Putting out fires

We want to help you succeed as a leader. Learning and Development at Samsung has a number of resources to help leaders.

- Online Learning Content
- Coaching
- Mentoring
- 360 degree competency assessments
- Moment-based simulation

This moment-based simulation is unique in Samsung's development arsenal. A moment-based simulation is not based on a book, a management theory, or a personality test. It is a series of situations that require decisions. We used real-live, best-in-class Samsung leaders to help us determine the best answers. This report will show you where you can focus to improve as a leader and should be used for your own personal development.

Development Report Usage

This report is based on your responses in the Part Leader Moment-based Simulation. All data in this report is provided to help you learn how you can improve your success in this role. This report will not be used for any other purpose other than to enhance your own self insight and development. This report will not be used or considered when making any type of employment decision for current employees (e.g. promotion).

Section 2: Report Interpretation



- Overview of how well you scored on each of the Role Models, by percent correct
- Results show how skilled you are on each of the Role Models important for a Part Leader

SECTION 4 Detailed Results

- Deeper look at results on each Role Model
- Strengths are shown in terms of skilled behaviors that you are likely to perform
- Development opportunities are presented in term of behaviors to improve
- Consider the suggested actions to develop each Role Model



- Overview of your scores on pivotal moments across Role Models
- Percentages are the proportion of your answers matching the best response per moment
- As you improve in each Role Model, you will be more successful in those moments

SECTION 6 Development Planning

- Worksheet to help plan your development
- Look at Role Models and your strengths and developmental areas from the report
- Choose 2-3 behaviors for each Role Model you can improve upon, based on your career aspirations
- Share your plan with your manager, stay accountable, get feedback, and check your progress

Section 3: Summary Results

How your responses align with what great Part Leaders do

At Samsung, Part Leaders have 6 key Role Models. The chart below summarizes how the percent of your responses aligned to what Great Part Leaders do in each of the Role Models.

| Role Models | | What | Great Part Leaders Do | |
|--|--|-----------------------|-------------------------|------------------------|
| Change Champion: A Ch Samsung transform by b communicating and obta resources needed to rev done | elieving in, compelli aining the commitme | ngly Limit ent and | red | 60% |
| Multiplier: A Multiplier motivates and empowers direct reports to stretch themselves and surpass expectations | | | red | 60% |
| Relationships Manager: A Relationship Manager establishes partnerships with key stakeholders to build a path forward for future growth | | | red | 60% |
| Risk Manager: A Risk Manager anticipates, assesses and identifies ways to mitigate potential risks for the business | | | red | 60% |
| Talent Advocate: A Talent Advocate puts people first and creates an environment where direct reports feel their contribution matters | | | red | 60% |
| Team Builder: A Team B direct reports to enhanc achieve results | · | | red | 60% |
| | | | | |
| 59% and Below Low | 60-69% Limited | 70-79% Moderate | <i>80-89%</i> Strong | 90-100% Exceptional |

Section 4: Detailed Results

1: CHANGE CHAMPION

You received a score of 60%.

You received a score of 60% indicating that you are "Limited" on Change Champion. You require some development in helping Samsung transform by believing in, compellingly communicating and obtaining commitment and resources needed to revolutionize the way work gets done.

STRENGTHS: Based on your choices, you are likely to:

 Your responses did not indicate any specific behaviors as being more likely to be shown than other behaviors.

DEVELOPMENT OPPORTUNITIES: Your results indicate that you can improve the following behavior(s):

• Leverage mutual interest between stakeholders when defining new processes that will impact them

To improve: Seize on common points of agreement. Focus on common goals, priorities, and problems and highlight them. Use statements like, "We all want this program to succeed" or "We all want the right outcome for our customers." Be open to dealing with complexity and juggling multiple pieces of information. Demonstrate empathy for the key concerns of others and communicate how these changes will benefit them.

· Identify problems with processes to find a solution and improve it

To improve: Be clear about what the problem is. Understand others' diverse perspectives and ask for honest feedback about the situation. Try to step out of your own mindset. List and evaluate the options to solve the issues that have been identified. Solicit feedback and then choose the best options. Consider building an informal system for monitoring and evaluating how well the solution is working.

2: MULTIPLIER

You received a score of 60%.

You received a score of 60% indicating that you are "Limited" on Multiplier. You require some development in motivating and empowering team members to stretch themselves and surpass expectations.

STRENGTHS: Based on your choices, you are likely to:

 Your responses did not indicate any specific behaviors as being more likely to be shown than other behaviors.

DEVELOPMENT OPPORTUNITIES: Your results indicate that you can improve the following behavior(s):

Explain the difficult challenges ahead and how it impacts team member roles

To improve: Communication is key for maintaining the trust and motivation of your direct reports. Explain the difficulty that lies ahead and give enough detail for people to understand and prepare themselves for it. Keep the conversation going and maintain an open-door policy for people to ask questions and relay their concerns. Be empathetic about the effects of the challenge and actively solicit and listen to their reactions. Try to understand their thoughts and be positive, supportive and communicative as the challenge occurs.

Provide the team with the right structure and resources to accomplish their goals

To improve: Set individual goals for direct reports and check in with them consistently. Make sure they have a direction, but also give them room to perform at their best. Brainstorm how you can provide a framework to help them reach their goals. People often like the ability to have choice and to provide voice in their work, but they also need structure and tools to do their work well. Consider what kind of environment will help direct reports thrive and provide support. It sends a message that there's safety on the other side. It helps people cope with the pain of stretching themselves while maintaining a positive view of themselves as someone who can learn and grow. Without structure and resources, developmental experiences may be overwhelming rather than foster learning.

• Jump in and helps to the team in any capacity when they need assistance

To improve: Build on the direct reports' strengths but be mindful when direct reports need you to jump in and assist. Communicate and maintain an open-door policy, so you know when they need support. Offer experience-based insight and guidance. Spend time with your direct reports on a regular basis. Find out specifically what they need support with. Encourage them to look at situations from different perspectives and offer non-threatening critique and challenge. Work on building their confidence. Share knowledge, experiences and perspectives that can help them find creative solutions to problems, make decisions, and increase their autonomy for the future. Make sure direct reports feel valued and know that you are willing to support them when they need it.

3: RELATIONSHIP MANAGER

You received a score of 60%.

You received a score of 60% indicating that you are "Limited" on Relationship Manager. You require some development in establishing partnerships with key stakeholders to build a path forward for future growth.

STRENGTHS: Based on your choices, you are likely to:

 Your responses did not indicate any specific behaviors as being more likely to be shown than other behaviors.

DEVELOPMENT OPPORTUNITIES: Your results indicate that you can improve the following behavior(s):

Provide internal and external stakeholders with advice based on own area of expertise

To improve: Giving and taking advice is an important foundation for building on relationships and for continuously improving. Understand your own strengths and think about how they can benefit others. Offer helpful information to others and help people think through problems and issues. Be confident in your judgment and instincts. Think about how you can communicate your expertise professionally.

Provide consulting guidance when servicing the needs of internal stakeholders

To improve: Use your analytical skills to understand the situation and the needs of others. Gather relevant information and use your creativity to interpret the situation and ways to help others. Be collaborative in how you provide guidance and be flexible to changing your mind if you come across new information. Think critically about what the core issue is, and brainstorm how you can problem-solve and plan towards an ideal outcome.

4: RISK MANAGER

You received a score of 60%.

You received a score of 60% indicating that you are "Limited" on Risk Manager. You require some development in anticipating, assessing and identifing ways to mitigate potential risks for the business.

STRENGTHS: Based on your choices, you are likely to:

 Your responses did not indicate any specific behaviors as being more likely to be shown than other behaviors.

DEVELOPMENT OPPORTUNITIES: Your results indicate that you can improve the following behavior(s):

Prepare "Plan B" and exit strategy when making decisions that have known risk

To improve: Plan ahead. Always have a plan of attack but also have a contingency plan. What is the worst that could happen and what will you do? Create a road map of decisions, their possible risks, and alternative strategies. Maintain flexibility in your decision-making so that you can pivot or abandon a decision if the outcomes outweigh the benefits. However, also do your best to develop and implement decisions that are not likely to result in a bad situation.

Analyze options logically, experimentally, and/or statistically before making the decision

To improve: Use your knowledge to get contextual understanding of the situation. Identify the underlying factors that are important in the decision to be made. Adapt your knowledge and skills to the context and scenario. Brainstorm options and weigh their implications with data and logic. Consider how the decision impacts colleagues, your direct reports, your customers, and/or Samsung. Check in with colleagues and other leaders to try and expand the solutions that you can weigh. Make sure you have a good perspective on the issue, and then choose the solution that makes the most sense given the outcome you would like.

5: TALENT ADVOCATE

You received a score of 60%.

You received a score of 60% indicating that you are "Limited" on Talent Advocate. You require some development in putting people first and creating an environment where team members feel their contribution matters.

STRENGTHS: Based on your choices, you are likely to:

 Your responses did not indicate any specific behaviors as being more likely to be shown than other behaviors.

DEVELOPMENT OPPORTUNITIES: Your results indicate that you can improve the following behavior(s):

• Provide direction on what team members can do on the job to help fulfill their career aspirations

To improve: Connect with direct reports on their hopes and goals for the future. Think about what direct reports do well, and how they can position themselves to maintain success into the future. Find out what skills they would benefit from developing. What new responsibilities they can take on. What experience they'd like to gain. Look for assignments that fit their need, move them forward developmentally and increase their visibility in the organization. Remind direct reports to take ownership of their own career. Provide sponsorship and support for the ambitions of direct reports.

• Articulate the team's vision and the common goals that they need to achieve

To improve: Communicate an overarching understanding of the big picture and what needs to be accomplished in order to realize that vision. Be sure to check-in with direct reports to ensure they understand the vision and how their role contributes to success. Additionally, connect your vision for the direct reports to the larger organizational vision in order to help direct reports see how their role impacts the organization's overall success.

6: TEAM BUILDER

You received a score of 60%.

You received a score of 60% indicating that you are "Limited" on Team Builder. You require some development in developing and coaching team members to enhance performance and achieve results.

STRENGTHS: Based on your choices, you are likely to:

 Your responses did not indicate any specific behaviors as being more likely to be shown than other behaviors.

DEVELOPMENT OPPORTUNITIES: Your results indicate that you can improve the following behavior(s):

Mentor individual team members to build their skills and enhance their performance

To improve: Build the confidence and success of your direct reports by addressing their strengths and closing any gaps in skill. Communicate what you know and be both honest and diplomatic about their behaviors. You can enhance your mentorship by being positive and acting as a positive role model. Show a personal interest in the professional relationship. Provide guidance and think about how you can help with the direct report's ongoing learning process. Think critically about what each direct report may need to work on, and the strategies that might be best for their learning process.

Provide constructive feedback in the moment to ensure learning occurs in quick succession

To improve: Pay attention to direct reports' behaviors. Be conscious of the timing of the feedback. Give feedback as soon as possible after the relevant event and be sure to do it in a private setting. Give concrete, specific examples that people can take action on in the future. Focus on behaviors and not on the personality of direct reports. Focus on individual effort when the feedback is for one person. Make a habit of providing feedback regularly, once you realize a behavior can be improved upon. End the feedback session on a positive note so people do not feel as demotivated. Understand any external factors that might be related to the behaviors, understand what motivates people, and also highlight their strengths if giving negative feedback.

Section 5: Pivotal Moments Summary

The chart below lists key moments presented in the simulation and how you scored on these moments.

| Moments | | What Great Part Leader | s Do |
|---|---------------------|---|------------------------|
| When your team is feeling unm | otivated | Limited | 60% |
| When Samsung experiences ar | n unexpected crisis | Limited | 60% |
| When top management makes needs to be communicated to | | Limited | 60% |
| When a decision has been mad affects the customer | de that negatively | Limited | 60% |
| When a customer is dissatisfie products or services | d with Samsung's | Limited | 60% |
| When alignment needs to be g stakeholders across the busine | | e Limited | 60% |
| When current processes are no productivity and quality levels | egatively impacting | Limited | 60% |
| When your team is resistant to | change | Limited | 60% |
| When a new person joins the t | eam | Limited | 60% |
| When a team member's negation impacting others | ve attitude is | Limited | 60% |
| When your team member make | es a mistake | Limited | 60% |
| When a team member is strugg task | gling to complete a | Limited | 60% |
| When management disagrees v | with your approach | Limited | 60% |
| When the team is tasked with a new project they have never completed before | | Limited | 60% |
| | 22.224 | 70.700 | 20.100 |
| | 60-69% Limited | 70-79% 80-89% Moderate Strong | 90-100% Exceptional |

When you leverage, develop, or build upon each Role Model, you will see increased success across these pivotal moments. The table below shows which Role Models are leveraged the most during each moment.

| Moment | Change Champion | Multiplier | Relationship Manager | Risk Manager | Talent Advocate | Team Builder |
|--|--------------------|------------|-------------------------|-----------------|--------------------|-----------------|
| When your team is feeling unmotivated | | | | | | |
| When Samsung experiences an unexpected crisis | | | | | | |
| When top management makes a decision that needs to be communicated to the team | | | | | | |
| When a decision has been made that negatively affects the customer | | | | | | |
| When a customer is dissatisfied with Samsung's products or services | | | | • | | |
| When alignment needs to be gained from multiple stakeholders across the business | | | | | | |
| When current processes are negatively impacting productivity and quality levels | | | | | | |
| When your team is resistant to change | | | | | | |
| When a new person joins the team | | | | | | |
| When a team member's negative attitude is impacting others | | | | | | |
| When your team member makes a mistake | | | | | 0 | |
| When a team member is struggling to complete a task | | | | | | |
| When management disagrees with your approach | | | | | | |
| When the team is tasked with a new project they have never completed before | | | | | | |

Section 6: Development Planning

This section provides you with the opportunity for self-reflection and development planning. Based on the results of your feedback on Part Leader Role Models and pivotal moments, please use this sheet to identify plans to leverage your strengths and select areas for development.

| My strengths identified by the assessment are: |
|---|
| |
| |
| |
| Place a * next to those areas that you want to leverage to be most successful as a Part Leader. |
| My areas for improvement identified by the assessment are: |
| |
| |
| |
| Choose two or three developmental priorities for this year. Place a * next to the areas for improvement that you want to focus on to be most successful as a Part Leader. |
| How will you go about developing each of these areas? |
| |
| |
| |
| Who do you need to support you? |
| |
| |
| |
| When do you wish to achieve the desired development? |
| |
| |
| |
| How will you know you have been successful? |
| |
| |
| |

Managing your career and working on your professional development is a lifelong process of determining where you want to be and what it will take to get there, and then planning clear actions to support continued professional growth. This development plan should be viewed as a part of your overall IDP, not an additional IDP. It is recommended that you share your results and action plan with your line manager/s so that they can support your development.